RTC Study 4: Community-Based Theories of Change

Overview of Findings

Using a theory-based approach, organization members are compelled to:
- examine the underlying beliefs and assumptions
- link expected outcomes to a specific population of focus
- link expected outcomes to strategies for achieving those outcomes.

As a result, they must focus on why they believe certain services or policies will lead to positive changes in the identified population.

Four Organizational Characteristics:
- Identity - Clear and shared understanding of organization’s purpose
- Integration – Organizational structures and functions are aligned
- Initiative – Achievement orientation for the organization
- Innovation – New and creative approaches to achieving vision and mission

Two Organizational Facilitators:
- Leadership
  - Inspiration, guidance and direction
  - Strong and empowering
  - Clear lines of authority
  - Decentralized decision making
- Communication
  - Transmitting information and ideas within and outside the organization
  - Open, multi-directional, continuous
  - Format: staff meetings, written reports, training events
  - Informal: impromptu phone calls, office visits, lunch gatherings

Regulative
- Reliance on Power
- Employs Standardization
- Treats Actions as Final
- Filters Out Feedback

Generative
- Reliance on Information
- Context-Sensitive Design
- Treats Actions as Experimental
- Incorporates Feedback
Overview of Findings

Facilitating the Balance

Leadership

Regulative Planning and Management

Identity Integration Initiative Innovation

Generative Planning and Management

Communication

Benefits and Challenges:

Benefits
♦ Focused effort
♦ Expanded creativity
♦ Improved ability to demonstrate effectiveness
♦ Increased engagement
♦ Reduced Turnover

Challenges
♦ Resistance to change
♦ Turnover/Training
♦ Balancing the real and the ideal
♦ Need for capacity building
♦ Costs

Regardless of theory of change, sites experienced similar benefits and challenges.

Evidence to confirm findings across phases of study
Analysis not complete:
♦ Cross-site analysis of concept maps
♦ Integration of Phase II interview data with analysis of concept mapping statements
♦ Detailed analysis of individual findings

Structures and Processes Supporting the Mission and Goals of a Family Run Organization

King County Blended Funding Project

Presentation at:
18th Annual Research Conference -
A System of Care for Children’s Mental Health: Expanding the Research Base
Tampa, FL
March 8, 2005

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Purpose of the Study:
♦ To identify structures and processes within a family-run organization that support its mission and goals

Methodology:
♦ Concept Mapping (Trochim, 1993)
♦ Semi-structured interviews conducted with stakeholders of a family-run organization
Robert Friedman  
*Touch the Lives of Children with Disabilities Conference*  
Des Moines, Iowa  
October 21, 2004

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**Concept Mapping Procedure:**
- **Participants:**
  - Twelve stakeholders of the Blended Funding Project
- **The Focus Statement:**
  - “Generate a list of things that are done in the Blended Funding Project so that you and others understand how to carry out its missing and goals.”
  - 77 statements were generated

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**Six-Cluster Solution Map**

**Structures and Processes Supporting the Mission and Goals of a Family Run Organization**

**Svetlana Yampolskaya**

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**Key Elements of the Blended Funding Theory of Change:**
- Child & family support
- Financial flexibility
- Family empowerment
- Individual & organizational change
- Family collaboration with community
- Family and service system collaboration
- Addressing children’s needs across multiple domains

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**Six-Cluster Solution Map**

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**Six-Cluster Solution Map**

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**Six-Cluster Solution Map**

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**Six-Cluster Solution Map**

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October 21, 2004

Concept Mapping Results:

- Two dimensions were identified:
  - Conceptualization/implementation of the project mission and goals
  - Collaboration with both families and community partners

Quotes:

- “As a part of the project I have a team of people who support me…”
- “We have a real unusually wonderful wrap-around team…”
- “This is a family empowerment model of change”
- “We let parents have a lot of power… have a voice…”
- “The dollars are actually made available directly to the family and they do it through family nights…”
- “Families don’t always fit into this nice little system we have, so we try to be creative and mold services for families…”
- “Program that takes a look at the whole family”

Results of Semi-Structured Interviews:

- Primary theme was the creation and functioning of care teams
- Care teams serve as a mechanism that insures achieving Blended Funding Project mission and goals
- Care teams are created as family-centered

Structures and Processes Supporting the Mission and Goals of a Family Run Organization

Svetlana Yampolskaya
Conclusions:
- Blended Funding Project has widely held Theory of Change
- There is collaboration with both families and community partners
- Care teams and internal support are mechanisms that allow for achieving the project mission and goals
- The project was created as family-centered: Family is an overseer of services provision and family as a recipient of wrap-around services

Blended Funding Project has widely held Theory of Change
There is collaboration with both families and community partners
Care teams and internal support are mechanisms that allow for achieving the project mission and goals
The project was created as family-centered: Family is an overseer of services provision and family as a recipient of wrap-around services

Cross-Site findings From a Study of Teaching Family Organizations
Presentation at: 18th Annual Research Conference - A System of Care for Children’s Mental Health: Expanding the Research Base
Tampa, FL
March 8, 2005
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Phase II of a National Study: Community-Based Theories of Change:
- Research Questions:
  - How does an organization implementing an evidence-based practice turn ideas into action?
  - What structures and processes support such an organization’s ability to carry out its mission and goals?
  - How does such an organization sustain its focus?

Teaching Family Association (TFA) Theory of Change:
Teaching Family Association: http://www.teaching-family.org/about-us.html
Behavioral problems in children and youth result from a lack of appropriate alternative ways of interacting with their home, school, and community environments.
Therapeutic change takes place through the implementation of individualized child and family treatment plans.
Change for professionals and organizations is necessary to achieve client-level outcomes.

Concept Mapping: Participants
- Staff from Organizations Implementing the Evidence-Based Practice of TFA
  - Barium Springs Home for Children (Barium Springs) N=13
  - Bringing It All Back Home (Morganton) N=16
  - Closer To Home (Calgary) N=20
  - Utah Youth Village (Salt Lake City) N=11
  - Devereaux Family Programs (New Jersey) N=11

Concept Mapping: Brainstorming and Rating
- Focus statement for brainstorming: “Generate a list of things that are done at [our organization] so that we understand how to carry out the Teaching-Family mission and goals.
- Statements generated per site:
  - Barium Springs 101
  - BIABH 97
  - Closer To Home 101
  - Utah Youth Village 53
  - Devereaux 81
- Rating statements on Importance and Effectiveness (Scale of 1-5)
Organizational Structures and Processes Within an Evidence-Based Practice

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Analysis: Comparison to Phase I Findings

- Analysis of brainstorming statements for the presence of Phase I organizational characteristics and facilitators:
  - Coding statements from each site by categories:
    - Identity
    - Innovation
    - Integration
    - Leadership
    - Initiative
    - Communication
  - Addition of new codes/modification of definitions
  - Calculating interrater reliability for coding within and across sites
- Comparing reliability with importance and effectiveness ratings for each statement

Organizational Structures and Processes Within an Evidence-Based Practice

Overall Interrater Reliability by TFA Site

<table>
<thead>
<tr>
<th>TFA Site</th>
<th>Overall Agreement</th>
<th>20 Agreement</th>
<th>30 Agreement</th>
<th>Rated</th>
<th>Phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utah</td>
<td>79%</td>
<td>5%</td>
<td>19%</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Closer</td>
<td>77%</td>
<td>18%</td>
<td>23%</td>
<td>120</td>
<td></td>
</tr>
<tr>
<td>BIABH</td>
<td>78%</td>
<td>7%</td>
<td>25%</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Barium</td>
<td>74%</td>
<td>20%</td>
<td>26%</td>
<td>203</td>
<td></td>
</tr>
</tbody>
</table>

Highest Reliability, Importance & Effectiveness Ratings-Identity

<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>REL/IMP/EFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The staff is committed to the mission of the facility.</td>
<td>100/4.55/4.36</td>
</tr>
<tr>
<td>2. The staff is committed to the improvement of the facility.</td>
<td>98/4.11/4.11</td>
</tr>
<tr>
<td>3. The staff is committed to the success of the facility.</td>
<td>97/4.67/4.67</td>
</tr>
</tbody>
</table>

Highest Reliability, Importance & Effectiveness Ratings-Integration

<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>REL/IMP/EFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The facility has developed a comprehensive plan for integrating all services.</td>
<td>100/5.00/4.80</td>
</tr>
<tr>
<td>2. The facility has developed a comprehensive plan for integrating all services.</td>
<td>100/4.85/4.16</td>
</tr>
<tr>
<td>3. The facility has developed a comprehensive plan for integrating all services.</td>
<td>100/5.00/5.00</td>
</tr>
</tbody>
</table>

Highest Reliability, Importance & Effectiveness Ratings-Initiative

<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>REL/IMP/EFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The facility has developed a comprehensive plan for integrating all services.</td>
<td>100/4.69/4.58</td>
</tr>
<tr>
<td>2. The facility has developed a comprehensive plan for integrating all services.</td>
<td>100/4.69/4.58</td>
</tr>
<tr>
<td>3. The facility has developed a comprehensive plan for integrating all services.</td>
<td>100/4.69/4.58</td>
</tr>
</tbody>
</table>
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Highest Reliability, Importance & Effectiveness Ratings-Innovation

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>REL/IMP/RAT</th>
<th>#</th>
<th>STATEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation</td>
<td>1.00/5.00/4.01</td>
<td>1</td>
<td>Training: Long-term focus on the development of personnel impacts the organization</td>
</tr>
<tr>
<td>Vision</td>
<td>1.00/5.00/4.01</td>
<td>1</td>
<td>Mission is to create an innovative culture that embraces and sustains change</td>
</tr>
<tr>
<td>Values</td>
<td>1.00/5.00/4.01</td>
<td>1</td>
<td>Policies important to mission of organization</td>
</tr>
<tr>
<td>Leadership</td>
<td>1.00/5.00/4.01</td>
<td>1</td>
<td>Flexibility in executive facilitation</td>
</tr>
<tr>
<td>Development</td>
<td>1.00/5.00/4.01</td>
<td>1</td>
<td>Flexibility of training facilitation</td>
</tr>
</tbody>
</table>

Highest Reliability, Importance & Effectiveness Ratings-Leadership

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>REL/IMP/RAT</th>
<th>#</th>
<th>STATEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision</td>
<td>1.00/4.00/5.00</td>
<td>1</td>
<td>Leadership is by clinical team decision</td>
</tr>
<tr>
<td>Vision</td>
<td>1.00/5.00/4.01</td>
<td>1</td>
<td>Leadership of BMiRM taken as non-essential</td>
</tr>
<tr>
<td>Vision</td>
<td>1.00/4.00/5.00</td>
<td>1</td>
<td>Higher calling to make decisions 24/7</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>1.00/4.00/5.00</td>
<td>1</td>
<td>Ability to set priorities for afternoon mandates of the kids</td>
</tr>
<tr>
<td>Vision</td>
<td>1.00/5.00/4.01</td>
<td>1</td>
<td>Community from the TFM venue is management output</td>
</tr>
</tbody>
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Organizational Structures and Processes Within an Evidence-Based Practice

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Highest Reliability, Importance & Effectiveness Ratings-Communication

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<th>STATEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>1.00/5.00/4.01</td>
<td>1</td>
<td>Senior training</td>
</tr>
<tr>
<td>Vision</td>
<td>1.00/5.00/4.01</td>
<td>1</td>
<td>Telehealth training</td>
</tr>
<tr>
<td>Values</td>
<td>1.00/5.00/4.01</td>
<td>1</td>
<td>Senior training</td>
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<tr>
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<tr>
<td>Development</td>
<td>1.00/5.00/4.01</td>
<td>1</td>
<td>Flexibility of training facilitation</td>
</tr>
<tr>
<td>Culture</td>
<td>1.00/5.00/4.01</td>
<td>1</td>
<td>Professional, ongoing discussion of individual client needs, problems, and progress</td>
</tr>
</tbody>
</table>

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Highest Reliability, Importance & Effectiveness Ratings-Communication

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Organizational Structures and Processes Within an Evidence-Based Practice

Teresa Nesman

Next Steps: Cluster Map Analysis

<table>
<thead>
<tr>
<th>Statement</th>
<th>BMiRM</th>
<th>Close To Home</th>
<th>BIABH</th>
<th>Barium</th>
<th>Utah</th>
<th>Overview</th>
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</thead>
<tbody>
<tr>
<td># Statements</td>
<td>91</td>
<td>72</td>
<td>19</td>
<td>121</td>
<td>181</td>
<td>481</td>
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<tr>
<td>TFA-related</td>
<td>Training</td>
<td>Consumer Monitors</td>
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<td>3</td>
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<td>5</td>
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<tr>
<td>11</td>
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<td>Consumer Monitors</td>
<td>Consumer Monitors</td>
</tr>
</tbody>
</table>

Conclusion:
- Presence of all organizational factors and facilitators in each TFA organization
- High level of integration between structures and processes across sites (statements incorporate both)
- Exceptions to high reliability in coding vs. high importance and effectiveness ratings suggest the need for further clarification of some factors
- TFA theory of change elements found in statements and clusters across sites
- Analysis of concept maps will illustrate implementation of TFA within different organizational structures